

**Development of Integrated Master Plan (IMP):
Guiding Framework for District, Campus, and Center Decision Making**

Context for Developing an IMP

The impetus for an Educational Master Plan (EMP) arose out of an executive cabinet discussion held in spring 2019 of the need to make decisions for the new and updated centers in view of the planned opening of these centers and in lieu of not having a guiding framework for doing so. In summer 2019, the Dean of Institutional Planning, Research, and Effectiveness led meetings to begin focusing on key issues that relate to center-level decision making. It was determined that the framework would also require an overarching emphasis on decision making that ensures that ***students across the district are optimally served***, leading to the idea that an EMP would be needed.

It was envisioned that the VPAA would lead the EMP process, and that funds would be set aside to bring in a consultant. A draft table of contents was developed, and proposals from consultants were obtained in late summer 2019. It was further determined that the latter five years in the 2014-2024 Facilities Master Plan should be updated, and that the Technology Master Plan needs updating as specified in one of the two recommendations for improvement in the ACCJC external evaluation report. These determinations, along with the fact that human resources will factor into campus and center level decisions, led to the conclusion that an IMP would better serve the district than a standalone EMP.

IMP Purpose and Content

The purpose of the IMP is to provide a ***guiding framework for District, campus, and center decision making*** in strategic enrollment management, educational programming, student service provision, and utilization of facilities, technology, and human resources toward ***maximizing the efficient use of resources to markedly increase student success***.

For maximum alignment in institutional planning, the four goals of Strategic Plan 2019-2024 and narrowing of disproportionate gaps across equity groups will inform the guiding framework. The IMP will cover the four years from 2020-2021 through 2023-2024 to align with Strategic Plan 2019-2024, and be completed by March 2020 and approved by May 2020.

The guiding framework will allow for a focus on key high-level issues, and yet provide flexibility in implementation. As such, the IMP will be brief. Functional and service area planning will separately be required for decision making on enrollment issues, educational programming, student service provision, facilities, and technology and human resources at the district, campuses, and centers.

Process for IMP Development and Approval

The IPRE Office will spearhead and shepherd the process for developing and approving the IMP by:

- ✓ Finalizing the table of contents that will in turn inform topical discussions;
- ✓ Establishing a timeline for work to be accomplished and the entire document completed;
- ✓ Chairing and coordinating meetings of VPs and other leads; and
- ✓ Developing and finalizing the content with consultation and input from the College.

Consultation with VPs and other leads will be critical due to the importance of integrating planning considerations across divisions; they may seek input and guidance from the governance councils that they co-chair. Consultants may be required for their technical expertise. Getting the IMP approved by the College Planning Council and Academic Senate will be essential due to the important role they play in institutional planning. The governing board will be asked to adopt the IMP.